

THE GEORGE WASHINGTON UNIVERSITY
Washington, D. C.

MINUTES OF A REGULAR MEETING OF THE
FACULTY SENATE HELD ON NOVEMBER 9,
1973, IN THE FACULTY CONFERENCE ROOM,
SIXTH FLOOR, LISNER HALL

- 1 The meeting was called to order at 2:15 p.m. by President Elliott.

Present: President Elliott, Provost Bright, Registrar Houser, Parliamentarian Stevenson, Albert, Angel, Birnbaum for Feffer, Brenner, Burns, Cassidy, Eisenberg, Foa, Grub, Harris, Highfill, Hill, Kaye, Kirsch, Kornhauser for Tillman, Liebowitz, Linden, Morgan, Naeser, Nash, Parrish, Schiff, Schmidt, Schwoerer, Solomon, Stevens, and Tsangaris.

Absent: Black, Breen, Kramer, Linton, Sapin, Smith, and Vaill.

- 2 The minutes of the regular meeting of October 12, 1973, were approved as distributed.

President Elliott recognized Professor Naeser who moved that Item 3 on the agenda entitled "Old Business" (concerning reintroduction and further consideration of Resolution 73/7, "A Resolution Approving Revisions to the Faculty Code and Ordinances") be deferred until all other business on the agenda had been completed, and further moved that a one-hour limit be imposed on the discussion of the revisions to the Code. Professor Stevens seconded the motion, and it was carried unanimously.

- 4 Professor Morgan, on behalf of the Executive Committee, and on behalf of Professor Cassidy, Chairman, Administrative Matters as They Affect the Faculty Committee, Professor Schwoerer, Chairman, Appointment, Salary and Promotion Policies Committee, and Professor Grub, Chairman, University Objectives Committee, moved the adoption of Resolution 73/8, "A Resolution Concerning Periodic Review of Administrative Officials Having Direct Authority Over Academic Programs," and Professor Stevens seconded. Professor Morgan reported that the original resolution passed by the body was Resolution 71/14 which was the Faculty Senate's response to the Commission on Governance's Recommendation #9. The original resolution, as passed, read:

WHEREAS, the performance of vice-presidents, deans and other major administrative officers is of enormous importance to the quality and functioning of the University; and

WHEREAS, requiring periodic comprehensive reevaluation and reappointment or replacement would be conducive to obtaining optimal quality of such services; therefore

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the President should establish the practice of comprehensively reviewing the performance of the vice-presidents, deans, and major administrative officers, in consultation with the faculty, for the purpose of reappointing or replacing them at least every five years and at such additional times as they may individually request.

After the passage of this resolution, the Executive Committee received a communication dated February 15, 1973, from Provost Bright as follows: "After consideration of Senate

Resolution 71/14 (Commission on Governance Recommendation #9) during the January 18 meeting of the Board of Trustees Academic Committee meeting, Vice Chairman Milbank, on behalf of the committee, recommended referral of the Resolution back to the Faculty Senate for discussion with appropriate administrative officers." The Chairman of the Executive Committee requested that Professor Morgan, member of the Executive Committee, Professor Cassidy, Chairman, Administrative Matters as They Affect the Faculty Committee, Professor Schwoerer, Chairman, Appointment, Salary and Promotion Policies Committee, and Professor Grub, Chairman, University Objectives Committee, meet with Provost Bright to consider the matter further. As a result of these meetings, Resolution 73/8 was drafted, placed on the agenda by the Executive Committee, and distributed with the agenda for this meeting. Professor Morgan pointed out that in Resolution 73/8 the whereas clauses had been struck and that the recommended review applied only to administrative officials with direct authority over academic programs. He stated that the review of administrative officials with direct authority clearly involved indirect review of all subordinate officers. The response to the question of precisely how faculty consultation should be structured is found in Paragraph 2 of the resolution which states that the faculty agencies to be consulted for the purpose of assisting in the comprehensive review shall be constituted in the same manner as those provided in the Code and Ordinances for faculty participation in the election of the relevant administrative officials. After discussion of the resolution by Professors Kirsch and Morgan, Professor Kirsch offered the following amendment: "3. That the reviews begin as soon as possible upon approval by the Board of Trustees." Professor Nash seconded the motion for amendment. After further discussion of the question by Professors Nash and Schwoerer, Professor Morgan said that the pronoun "they" appearing in Line 5 of Paragraph 1 of the resolution referred to "officials." Further discussion of the amendment followed, the question was put, and the amendment was passed unanimously. Professor Highfill requested an expression of opinion from the President, who, after relinquishing the chair to Provost Bright, made the following statement:

I think it only proper that I should make clear my position on this and that is that I shall oppose it when and if it comes to the Board of Trustees for the following reasons: I find it increasingly difficult to recruit and persuade outstanding academicians to carry the responsibilities of administration. To call for an immediate review of all the officers of this University who have been in their respective positions for as much as five years, I think would render a serious injustice to the kinds of services they are rendering to the institution and this could easily become, I would fear, a very strong factor in contributing a degree of instability to the institution which I feel would be unwise, unwarranted, and unproductive. I think there is a great deal of security given to the faculty members which, unfortunately, is not shared by administrators who, in many instances, are called upon to make, what I shall call, "hard, tough, unpopular" decisions, and, therefore, the kind of leadership which is required in each of our schools and colleges, and at other levels of administration, as I say, I find those responsibilities increasingly difficult to sell to otherwise very capable academic people. It seems to me there is an imbalance here too if we call for the review of academic administrators and their effectiveness or ineffectiveness at periodic intervals, and do not provide in some way for the periodic review of those on the faculty who hold tenure, and I might be, but I'm not convinced that I would be, persuaded to support this kind of legislation, institutional policy, if it extended across the board, but there I would hesitate at this point to say that I think that would create a greater degree of chaos and instability than the problem merits. I assume I have made my position clear. I would be glad to answer any questions or to participate further in the debate on the resolution.

Professor Kirsch pointed out that he had been the faculty member on the Board of Trustees' subcommittee which considered the resolution when it was forwarded by the Senate in its original form. He stated that it was his feeling that the subcommittee was not disposed to reject the idea of review of academically-oriented administrative officials, but had thought it inappropriate to have the wide-ranging review of all administrative officials as proposed in the original resolution; therefore, the subcommittee had voted to recommit the resolution to the Senate although they were not completely opposed to the idea at that time. Provost Bright, who had chaired the subcommittee, said that he did not think that Professor Kirsch had unfairly stated the subcommittee's position. Professors Kirsch and Nash spoke in favor of the resolution. Professor Morgan stated that the resolution applied only to the deans, the Provost, the Vice President for Medical Affairs, and the President of the University. Further discussion on the resolution followed by Professors Nash, Schmidt, Cassidy, Morgan, Kirsch, and President Elliott. After this discussion (full details of which are on file in the Senate Office), Professor Cassidy moved to recommit the resolution, including Professor Kirsch's amendment, and Professor Hill seconded the motion. After discussion of the motion to recommit by Professors Hill, Cassidy, Schwoerer, Stevens, and President Elliott, the ad hoc committee agreed to report back at the February meeting which is the last meeting of the 73-74 Senate Session. The chair put the question and the motion to recommit was passed without opposition.

- 5 President Elliott reported on Senate Resolution 71/20, "A Resolution to Improve Fiscal Support to the Library," by reference to his covering memorandum and budget summaries previously distributed to the Senate. The President commented that the "big jump" in the figures between 72-73 and 73-74 was due primarily to the opening of the new University library and its operational costs for 73-74. The President said that the debt service on the University library was \$250,000 a year and the operating costs for this year were \$190,000. He then added that the projection through 76-77 had been made upon the premise of a stable student enrollment, and that the experience this year would suggest that the enrollment might not be as stable as desired. Discussion of the report followed by Professors Schmidt, Kirsch, and the President.
- 6 Having resumed the chair, the President called upon Professor Stevens for the next item of business on the agenda. Professor Stevens, on behalf of the Executive Committee, moved the nomination of Melvin Reich, Associate Professor of Microbiology, as Acting Chairman of the Research Committee as replacement for Professor Parrish whose resignation had been announced at the October meeting. No nominations were made from the floor, and Professor Reich was elected unanimously.

Professor Stevens then asked for suspension of the rules for the purpose of permitting Professor Brenner, Chairman of the Joint Committee of Faculty and Students, to submit the name of a student for membership on the Physical Facilities Committee. There was no objection, and Professor Brenner moved, on behalf of the Joint Committee of Faculty and Students, the nomination of Glenn Smith, a junior in the School of Public and International Affairs, to the Physical Facilities Committee. No nominations were made from the floor, and the nominee was unanimously elected.

President Elliott reported to the Senate that he had received the final report of the All-University Assembly Steering Committee and that his next action would be to seek the views of the four major constituencies of the University - students, faculty, alumni, and non-academic employees - and that he was in the process of setting up a procedure to ascertain those views.

- 7 Brief Statements were called for, and Professor Morgan commented upon Vice President Diehl's memorandum to the University Community regarding the energy crisis and the

efforts being made by the University to conserve energy. Professor Morgan congratulated the administration on its conservation program and expressed his hope that the newly-instituted temperature controls regulation would remain in effect after the energy crisis had ended.

- 3 Professor Naeser reported that the Professional Ethics and Academic Freedom Committee had received a tremendous volume of recommendations from many sources and that the committee was already working on the revision of the Code. He requested a postponement of consideration of Section I because the Schools of Engineering and Medicine were in the process of considering further recommendations. Professor Naeser suggested that the Senate begin consideration of Section II. He reported that there were no great differences of opinion regarding subsections A and B, but that there was some objection to subsections C and D. As the result of further deliberation, the committee recommended that subsections C and D be condensed into one paragraph, as follows:

C. The University shall not impose any limitation on a faculty member's freedom of expression. In the classroom a faculty member's exposition shall be guided by the requirements of effective teaching. In speaking and writing outside the University, he shall not attribute his personal views to the University.

After further discussion by Professors Nash, Naeser, and Highfill, Professor Stevens moved that the condensed version be substituted for subsections C and D, and Professor Naeser seconded. After further discussion by Professors Foa, Nash, Naeser, and Schiff, the question on the amendment was put and the amendment carried. Further discussion followed by Professors Kirsch and Naeser, and Professor Kaye raised a question about Section II, subsection B. He pointed out that the Committee on Sponsored Research had, in fact, recommended policies which curtailed freedom of investigation in the field of human experimentation. Further discussion of this point followed by Professors Naeser, Kaye, Stevens, Kirsch, and President Elliott. After further discussion of the problem raised by policies of the Committee on Sponsored Research by Professors Naeser, Morgan, Kaye, Parrish, Highfill, and Nash, Professor Stevens moved that the discussion of this item be postponed until the next meeting at which time an amendment would be presented in writing. Professor Nash seconded the motion. The question was put and carried unanimously. After further discussion by Professors Schmidt, Naeser, Highfill, Foa, Nash, and Kirsch, Professor Foa moved that subsection A, under Section III, be deleted in its entirety. The motion failed for want of a second. Further discussion on Section III, subsections B, C, and D, followed by Professors Naeser, Stevens, Morgan, Cassidy, Nash, Kirsch, and Highfill. Professor Nash moved the deletion of the second sentence of subsection D, under Section III, which reads: "He should be a student of contemporary life so as to be able to interpret his field in the light of related knowledge." Professor Highfill seconded. After brief discussion the question on the deletion was put and the motion carried. Professor Stevens raised the question of consistency as to the usage of the words "shall" and "should" in the entire section. In subsection D, the word "should" was changed to the word "shall" throughout. Further discussion followed on subsection E, under Section III, by Professors Nash, Naeser, Morgan, Grub, Hill, Schwoerer, President Elliott, and Provost Bright. Professor Kirsch moved that in the second sentence the words "or engage in any other regular activity of a remunerative nature" be struck. The motion failed for want of a second. Further discussion followed by President Elliott, Provost Bright, Professors Kirsch, Naeser, Morgan, Grub, Eisenberg, Stevens, Schiff, and Linden. Professor Naeser moved the adoption of Section III as amended, and Professor Linden seconded. The question was put and the motion was carried. Professor Naeser reported that his committee was not yet ready to discuss Section IV, and recommended that further discussion of this section be put off until the next meeting.

- 8 The meeting was adjourned by President Elliott at 4:12 p.m., upon motion made and seconded.

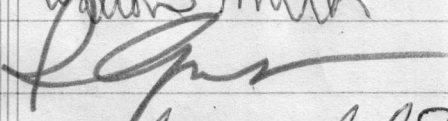
Frederick R. Houser
Frederick R. Houser
Secretary

FACULTY SENATE MEETING
OCTOBER 12, 1973

ATTENDANCE RECORD

(Please sign your name)

PRESENT:

- Morgan, John A.
- Black, Guy
- Wm. E. Schmidt
- Stefan O. Stiff
- Marcella Brenner
- Georg L. Hugel
- Carl G. Lueden
- Arthur E. Burns
- Jim Flinn
- John Koye
- James D. Brown
- HOWARD for Vaill
- Walter Smith
- 
- Marie McHardy
- Maria H. Eisenberg

- Nash
- Stevens
- Elliot
- Stevenson
- Bornbaum for Feffer
- Burns
- Hallas for Vaill
- Metten for Linton
- Bornbaum for Tillman

(Please return to Ms. Trone at the close of the meeting.)

ATTENDANCE RECORD
OCTOBER 12, 1978
FACULTY SENATE MEETING

(Please sign your name)

PRESENT:

(Please return to Ms. Trone at the close of the meeting.)

FACULTY SENATE MEETING
OCTOBER 12, 1973

ATTENDANCE RECORD

(Please sign your name)

PRESENT:

Arthur D. Kirsch

C. Kirsch

L. G. Schworer

J. W. Highfill 1/2

(Please return to Ms. Trone at the close of the meeting.)

FACULTY SENATE MEETING
OCTOBER 12, 1973

ATTENDANCE RECORD

(Please sign your name)

PRESENT:

William H. Brown
James H. Brown
L. P. Brown
W. H. Brown

(Please return to Mr. Thorne at the close of the meeting.)

THE GEORGE WASHINGTON UNIVERSITY
Washington, D. C.

The Faculty Senate

November 1, 1973

The Faculty Senate will meet on Friday, November 9, 1973, at 2:10 p.m., in the Faculty Conference Room on the sixth floor of Lisner Hall (Old Library).

AGENDA

1. Call to order

2. Minutes of the regular meeting of October 12, 1973

3. Old Business:

Reintroduction and further consideration of Resolution 73/7, "A RESOLUTION APPROVING REVISIONS TO THE FACULTY CODE AND ORDINANCES," Professor Charles R. Naeser, Chairman, Professional Ethics and Academic Freedom Committee

4. Resolutions:

A RESOLUTION CONCERNING PERIODIC REVIEW OF ADMINISTRATIVE OFFICIALS HAVING DIRECT AUTHORITY OVER ACADEMIC PROGRAMS (73/8), Professor John A. Morgan, Jr., Member, Executive Committee; Professor Marie M. Cassidy, Chairman, Administrative Matters as They Affect the Faculty Committee; Professor Lois G. Schwoerer, Chairman, Appointment, Salary and Promotion Policies Committee; Professor Phillip D. Grub, Chairman, University Objectives

5. Reports:

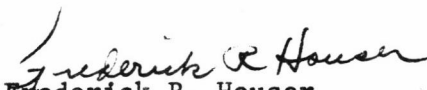
Report on Senate Resolution 71/20, "A RESOLUTION TO IMPROVE FISCAL SUPPORT TO THE LIBRARY," by President Elliott by covering memorandum and Budget Summaries (attached)

6. General Business:

Nomination for election of Melvin Reich, Associate Professor of Microbiology, as Acting Chairman of the Research Committee as replacement for Professor Alvin E. Parrish

7. Brief Statements

8. Adjournment


Frederick R. Houser
Secretary

A RESOLUTION CONCERNING PERIODIC REVIEW OF ADMINISTRATIVE
OFFICIALS HAVING DIRECT AUTHORITY OVER ACADEMIC PROGRAMS (73/8)

BE IT RESOLVED BY THE UNIVERSITY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:

1. That the President should establish the practice of comprehensively reviewing the performance of all administrative officials with direct authority over academic programs, in consultation with the faculty, for the purpose of reappointing or replacing them at least every five years and at such additional times as they may individually request;
2. That the faculty agencies to be consulted for this purpose shall be constituted in the same manner as those provided in the Code and Ordinances for faculty participation in the selection of the relevant administrative officials.

Executive Committee
Administrative Matters as They Affect the Faculty Committee
Appointment, Salary and Promotion Policies Committee
University Objectives Committee

October 26, 1973



THE
GEORGE
WASHINGTON
UNIVERSITY

Washington, D.C. 20006 / Office of the President / (202) 676-6500

October 24, 1973

MEMORANDUM TO: Professor Edwin Stevens
Chairman, Executive Committee
Faculty Senate

In response to "Resolution to Improve Fiscal Support to the Library" (71/20) adopted as amended on December 8, 1972, I am forwarding summaries of the University budget excluding the Medical Center for two overlapping five-year periods. I trust this information compiled by the Director of Planning and Budgeting will be useful in the Senate's assessment of the institutional support now being given to the University Library and that which is projected for the immediate years ahead.

I wish to note that the budget for the libraries more than doubled from 1969-70 to 1973-74. This represents the largest percentage increase of any category in the total budget. The projected increase from 1972-73 to 1976-77 is 79.46% for the libraries. As can be seen, increases in other categories are all under 20%.

The information is supplied for such distribution as you may wish to make. Should members of the Senate or other members of the faculty have further questions, I shall be happy to respond.


Lloyd H. Elliott

Enc.1

Budget Summaries
(Excluding the Medical Center)
1969-70 - 1973-74

	1969-70	%	1970-71	%	1971-72	%	1972-73	%	1973-74	%	
ESTIMATED INCOME											
Educational & General											
1. Student Fees	20,210,000	64.45	23,555,000	66.54	26,175,000	69.75	26,830,000	70.26	28,596,000	75.49	
2. Investment Income	285,000	0.91	285,000	0.81	285,000	0.76	285,000	0.75	285,000	0.75	
3. Gifts Unrestricted	200,000	0.63	250,000	0.71	300,000	0.80	300,000	0.78	300,000	0.79	
4. Student Activities	40,000	0.13	40,000	0.11	46,000	0.12	46,000	0.12	96,000	0.25	
5. Other Sources	522,000	1.67	767,000	2.17	222,000	0.59	227,000	0.59	104,000	0.28	
6. Sponsored Research	10,100,000	32.21	10,500,000	29.66	10,500,000	27.98	10,500,000	27.50	8,500,000	22.44	
Total Educational & General	31,357,000		35,397,000		37,528,000		38,188,000		37,881,000		
Auxiliary Enterprises	5,715,950		5,760,465		7,101,186		9,740,423		10,473,000		
Total Estimated Income	37,072,950		41,157,465		44,629,186		47,928,423		48,354,000		% Increase 1973-74 over 1969-70
ESTIMATED EXPENSE											
Educational & General											
1. Administration & Gen.	4,554,899	14.87	5,302,102	15.36	5,666,356	15.35	5,766,782	15.40	6,000,180	15.93	31.73
2. Instruction	11,763,737	38.40	13,867,264	40.16	15,488,955	41.96	15,850,830	42.33	17,051,888	45.27	44.95
3. Libraries*(including Law)	768,500	2.51	939,300	2.72	1,057,500	2.87	1,085,500	2.90	1,722,500	4.57	124.14
4. Physical Plant	3,157,650	10.30	3,610,761	10.46	3,825,665	10.36	3,804,420	10.16	3,882,000	10.31	22.94
5. Student Activities	291,935	0.95	310,665	0.90	373,126	1.01	438,218	1.17	512,733	1.36	75.63
6. Sponsored Research	10,100,000	32.97	10,500,000	30.40	10,500,000	28.45	10,500,000	28.04	8,500,000	22.56	-
Total Educational & General	30,636,721		34,530,092		36,911,602		37,445,750		37,669,301		
Auxiliary Enterprises	5,747,848		5,994,979		7,206,137		9,667,432		9,961,882		
Student Financial Aid	839,000		897,672		1,115,539		1,381,820		1,496,675		
Indirect Cost Reimbursement	(1,600,000)		(2,000,000)		(2,032,000)		(2,200,000)		(2,200,000)		
Total Estimated Expenses	35,623,569		39,422,743		43,201,278		46,295,002		46,927,858		
RESERVES											
Equipment	-		125,000		45,000		45,000		25,000		
Activities Building	250,000		250,000		250,000		250,000		250,000		
Other Capital Improvements	1,199,381		1,359,722		1,400,000		1,405,000		1,151,142		
Total Reserves	1,449,381		1,734,722		1,695,000		1,700,000		1,426,142		
Total Estimated Expense & Res.	37,072,950		41,157,465		44,896,278		47,995,002		48,354,000		
Estimated Deficit	-		-		(267,092)		(66,579)		-		

*Beginning in 1973-74 the budget for Libraries includes debt service and the additional Physical Plant expense related to the new building.

Budget Summaries
(Excluding the Medical Center)
1972-73 - 1976-77

	1972-73		1973-74		1974-75		1975-76		1976-77		
		%		%		%		%		%	
ESTIMATED INCOME											
Educational & General	26,830,000	70.26	28,596,000	75.49	29,500,000	76.07	30,500,000	76.67	32,000,000	77.52	
1. Student Fees	285,000	0.75	285,000	0.75	285,000	0.73	285,000	0.72	285,000	0.69	
2. Investment Income	300,000	0.78	300,000	0.79	300,000	0.77	300,000	0.75	300,000	0.73	
3. Gifts Unrestricted	46,000	0.12	96,000	0.25	96,000	0.25	96,000	0.24	96,000	0.23	
4. Student Activities	227,000	0.59	104,000	0.28	100,000	0.26	100,000	0.25	100,000	0.24	
5. Other Sources	10,500,000	27.50	8,500,000	22.44	8,500,000	21.92	8,500,000	21.37	8,500,000	20.59	
6. Sponsored Research											
Total Educational & General	38,188,000		37,881,000		38,781,000		39,781,000		41,281,000		
Auxiliary Enterprises	9,740,423		10,473,000		10,600,000		10,800,000		11,000,000		
Total Estimated Income	47,928,423		48,354,000		49,381,000		50,581,000		52,281,000		% Increase 1976-77 over 1972-73
ESTIMATED EXPENSE											
Educational & General	5,766,782	15.40	6,000,180	15.93	6,180,000	16.05	6,360,000	16.13	6,650,000	16.29	15.32
1. Administration & Gen.	15,850,830	42.33	17,051,888	45.27	17,497,000	45.44	18,035,000	45.74	18,822,000	46.10	18.74
2. Instruction	1,085,500	2.90	1,722,500	4.57	1,803,000	4.68	1,875,000	4.76	1,948,000	4.77	79.46
3. Libraries*(including Law)	3,804,420	10.16	3,882,000	10.31	3,992,000	10.37	4,110,000	10.42	4,330,000	10.61	13.82
4. Physical Plant	438,218	1.17	512,733	1.36	530,000	1.38	550,000	1.39	575,000	1.41	13.68
5. Student Activities	10,500,000	28.04	8,500,000	22.56	8,500,000	22.08	8,500,000	21.56	8,500,000	20.82	-
6. Sponsored Research											
Total Educational & General	37,445,750		37,669,301		38,502,000		39,430,000		40,825,000		
Auxiliary Enterprises	9,667,432		9,961,882		10,200,000		10,400,000		10,600,000		
Student Financial Aid	1,381,820		1,496,675		1,550,000		1,604,000		1,684,000		
Indirect Cost Reimbursement	(2,200,000)		(2,200,000)		(2,200,000)		(2,200,000)		(2,200,000)		
Total Estimated Expense	46,295,002		46,927,858		48,052,000		49,234,000		50,909,000		
RESERVES											
Equipment	45,000		25,000		25,000		25,000		25,000		
Activities Building	250,000		250,000		250,000		250,000		250,000		
Other Capital Improvements	1,405,000		1,151,142		1,054,000		1,072,000		1,097,000		
Total Reserves	1,700,000		1,426,142		1,329,000		1,347,000		1,372,000		
Total Estimated Expense & Res.	47,995,002		48,354,000		49,381,000		50,581,000		52,281,000		
Estimated Deficit	(66,579)		--		--		--		--		

*Beginning in 1973-74 the budget for Libraries includes debt service and the additional Physical Plant expense related to the new building.

